

N I C H O L A S M U R R A Y , D P H I L F R H I S T S
DRNMURRAY@ME.COM

A C A D E M I C B A C K G R O U N D

D.Phil., Modern History (British and European) St. Antony's College - University of Oxford, UK	2007
M.St., European History St. Antony's College - University of Oxford, UK	2002
B.A. with honours, War Studies King's College - University of London, UK	1996

R E S E A R C H I N T E R E S T S

- Carl von Clausewitz's ideas and writing.
- The evolution of warfare from, circa, 1740 to the present: with an emphasis on the interaction of technology, politics, and societies.
- Strategic theory from the enlightenment to the present.
- The use of wargaming and decision games.

U N I V E R S I T Y E X P E R I E N C E

JOHNS HOPKINS, SAIS – D.C., 10/18 – Present
Wargame Designer and Instructor
Acting co-Director of the Secretary of Defense Strategic Thinkers Program from 10/18 – 07/19

- Design and run wargames for capstone course events.
- Teach staff rides.
- Worked to establish program, funding streams, and to develop war games for SecDef STP.

US NAVAL WAR COLLEGE – NEWPORT, RI 08/14 – 02/22
Professor - Department of Strategy & Policy

- Designed and taught graduate classes in strategy and war, and strategy and policy.
- Designed and created multiple war games to support student learning.
- Ran over 100 wargames for students and faculty.
- Received outstanding teaching evaluations.

US ARMY COMMAND & GENERAL STAFF COLLEGE – Fort Leavenworth, KS 03/09 – 07/14
Associate Professor - Department of Military History

- Worked with over 40 graduate students to direct and coordinate their master's degree research. Successful committee work enabled 12 students to obtain publication.

- Taught four graduate history classes each semester in military history from 1648.
- Designed several lessons for the main history curriculum and for the Art of War Scholars' program.
- Created and taught a course that uses the Harvard case method, tactical exercises without troops, and simulations to teach decision-making in an uncertain environment.
- Designed and ran staff rides.
- Worked on the Curriculum Committee to rewrite the academic standards for the school.
- Received outstanding teaching evaluations from students and the administration.

US ARMY COMMAND & GENERAL STAFF COLLEGE – Fort Leavenworth, KS 12/09 – 06/13
Coordinator of the Master of Military Arts and Science Degree Program in History

- Directed all aspects of the program including allocation of resources liaising with students, scheduling of cases and the design of the curriculum.
- Completely revitalized the history portion of the degree program, increasing student participation as well as the quality of their research. This was done through an emphasis on primary research, and an emphasis on preparing student work for publication.
- Planned and collaborated with program chairs to coordinate and integrate the Art of War and the Intel Scholars' programs into a revised MMAS history degree (these are essentially a form of honors program).

SECRETARIA DE LA DEFENSA NACIONAL – Mexico City, Mexico 04/12
Associate Professor - Consultant

- Led the center of gravity analysis using historical cases, for the Intelligence Preparation of the Battlefield officer staff course.

WESTERN HEMISPHERE INSTITUTE FOR SECURITY COOPERATION – Fort Benning, GA 04/10
Associate Professor - Department of Military History

- Taught Case Studies in Latin American Counter Insurgency.

SUNY ADIRONDACK – Queensbury, NY 09/04 - 01/09
Assistant Professor

- Taught five undergraduate history classes a semester to between 180 and 220 students.
- Designed the curriculum and reading lists for courses on western civilization and European history.
- Lectured and conducted seminar style classes and assisted students with research and writing projects.
- Member of the Regional Higher Education Committee, which oversaw the college expansion and directed the transition from a junior college to four-year degree school.

MIDDLEBURY COLLEGE – Middlebury, VT
Adjunct Professor

2004

- Created and taught a course in strategic theory since the enlightenment.

OXFORD UNIVERSITY STRATEGIC STUDIES GROUP – Oxford, UK
Vice-Chair and Secretary

2002-2003

- Coordinated and ran weekly seminars on a wide variety of contemporary strategic and security issues with many prominent guest speakers: e.g. General Charles the Lord Guthrie (former Chief of the General Staff).
- Co-organized and led a successful fact-finding trip to the Supreme Headquarters Allied Powers in Europe, Belgium, 2003.

A W A R D S

- Office of the Secretary of Defense Exceptional Public Service Award in 2016 for shaping defense education policy since 2013. This is the highest award offered by the OSD.
- Department of the Navy Meritorious Civilian Service Award, 2022 for service to the institution of the Naval War College.
- Department of the Navy Civilian Service Commendation Medal, in 2020 for developing and running multiple wargames, and for training wargamers.
- Department of the Army Superior Civilian Service Award in 2014 for excellence in teaching, supervising multiple award-winning student theses, and reforming Army Professional Military Education to improve the development of strategists.
- Educator of the Year for History in 2013.
- Elected a Fellow of the Royal Historical Society, Fall 2013.
- Department of the Army Commander's Award for Civilian Service in 2013 for successfully turning around and revising the Master's Degree Program in History.
- Students at the Command and General Staff College whom I supervised, or served on their committee, received the award for the best history thesis in 2010, 2011, 2012, 2013, and 2014.

P U B L I C A T I O N S

BOOKS

- *The Coalition Crumbles, Napoleon Returns: The 1799 Campaign in Italy and Switzerland, Volume 2.* Translation with commentary of Vol. 6 of Clausewitz's writings. University Press of Kansas, 2021.
- *Napoleon Absent, Coalition Ascendant: The 1799 Campaign in Italy and Switzerland, Volume 1.* Translation with commentary of Vol. 5 of Clausewitz's writings. University Press of Kansas, 2020.

- *Napoleon's 1796 Italian Campaign*. Translation with commentary of Vol. 4 of Clausewitz's writings University Press of Kansas, 2018.
- *The Rocky Road to the Great War: The Evolution of Trench Warfare to 1914*. Potomac Books Inc. (an imprint of the University of Nebraska Press), 2013.

BOOKS IN PROGRESS

- *Frederick the Great's Campaigns*. Translation with commentary of Vol. 10 of Clausewitz's writings. Under contract with the University Press of Kansas, expected 2024.
- *On War*. New translation with commentary, and complementary essays in a second volume. In discussions with OUP regarding publication for 2026.
- *The Campaigns in Germany and Switzerland in 1799*. Translation with commentary of the Archduke Charles's two volume campaign history. These have been translated, and I plan to start the commentary next year.

REVIEWED JOURNAL ARTICLES

- "Geniuses Dare to Ride Their Luck: Clausewitz's Card Game Analogies," *Parameters Journal* 53, no. 2 (2023), DOI: 10.55540/0031-1723.3224.
- "The Results of War are Never Final? Meditations on an American defeat (2022)," *RUSI Journal* 166, issue 5 (2022). DOI: 10.1080/03071847.2021.2022529. This was co-authored with Anand Toprani and Michael Dennis.
- "The evolution of trenches: hidden in plain sight (L'evoluzione delle trincee: nascosti in bella vista)," *Storia Urbana* 149/2015, 113-138.

REVIEWED ARTICLES

- "Mine Warfare," *1914-1918 online*, Freie Universität Berlin, http://encyclopedia.1914-1918-online.net/article/mine_warfare.
- "Attrition Warfare," *1914-1918 online*, Freie Universität Berlin, http://encyclopedia.1914-1918-online.net/article/attrition_warfare.
- "The Role of Professional Military Education in Mission Command," *Joint Forces Quarterly* 72, First Quarter 2014.
- "Bloch, Jean de," *The Encyclopedia of War*, Gordon Martel (ed.). Wiley-Blackwell, 2011.
- "The Development of Fortifications," *The Encyclopedia of War*, Gordon Martel (ed.). Wiley-Blackwell, 2011.

CHAPTER IN AN EDITED BOOK

- Murray, Nicholas. "Capturing Eben-Emael: the key to the Low Countries," in *16 Cases of Mission Command*, ed. Donald P. Wright (Fort Leavenworth, Kansas: Combat Studies Institute Press, 2013), 143-154.

POLICY WRITING FOR THE OFFICE OF THE SECRETARY OF DEFENSE (SELECT)

- DOD Instruction 1322.me Department of Defense Instruction: Military Education (Draft).
- DOD Instruction 1322.ss Department of Defense Instruction: Building Force Capacity to Identify and Develop Strategic Talent (Draft).
- Report on Review of Joint Professional Military Education and Professional Military Education Programs, National Defense Authorization Act for Fiscal Year 2017, Committee on Armed Services, United States Senate, Report 114-265, January 2018, “Item of Special Interest.”
- Edited and wrote key parts of the Personnel Policies to Enhance Readiness and Lethality Final Report for the CJCS.
- Helped to write the policy section of the current revision of DoD Instruction 1300.19, DOD Joint Officer Management (JOM) Program.
- Edited and wrote the Joint Strategist Program proposal for SecDef Mattis’ office regarding the Development of Strategic Thinkers within PME.
- Drafted the introduction of the transition letter for the outgoing Undersecretary of Defense for Personnel and Readiness.
- Assisted with the writing and editing of the Defense Planning Guidance on Resolving Faculty Issues at PME/JPME Institutions.”
- Wrote the first draft of the “Guideline of Best Practices for Professional Military Education, based upon institutional responses to the Defense Planning Guidance on Institutional Rigor.”
- Assisted with the writing of the “Senate Armed Service Committee Report 114-255”, which is a part of the 2017 National Defense Authorization Act.
- Assisted with revision of DoD Directive 5124.02 for the Assistant Secretary of Defense for Readiness (ASD(R)). This assigns the responsibilities and functions of the Assistant Secretary of Defense for Readiness and Force Management.
- Assisted the Office of the Secretary of Defense for Personnel and Readiness (OSD (P&R)) with the “Action Memo, Request for Approval of Military Education Assessments and Policy Implementation.”
- Wrote the Defense Planning Guidance Resolving Faculty Issues at PME/JPME Institutions, (2017-2021) Task to assess “Institutional Rigor.”
- Contributed to the National Defense Authorization Act for the Fiscal Year 2017, *The Assessment of Joint Professional Military Education*.
- Researched and wrote *An Assessment of Rigor in Joint Professional Military Education* for circulation in the Secretary of Defense’s Office, the office of the Joint Chiefs of Staff, and the military education system (this was later published in an abbreviated version).
- Assisted with revision of DoD Directive 5125.01 for the Assistant Secretary of Defense for Readiness (ASD(R)). This Directive updated the responsibilities, functions, relationships, and authorities of the ASD(RA) under the Under Secretary of Defense for Personnel and Readiness (USD(P&R)).
- Reviewed the Goldwater-Nichols Working Group Recommendations for OSD (P&R) in support of the Joint Chiefs of Staff J7.
- Assisted OSD (P&R) with their work on DPG Directed Assessment on Professional Military Education.

ARTICLES

- “An Assessment of Rigor in PME: JPME Phase I,” *War on the Rocks*, <http://warontherocks.com/2016/02/rigor-in-joint-professional-military-education/> (February 19, 2016).
- “Trench Warfare,” *Missouri: Over There*, <http://missourioverthere.org/explore/articles/trench-warfare/> (Spring 2015).
- “Nanshan, Battle of (25-26 May 1904),” *Russia at War*, Timothy Dowling (ed.), ABC-CLIO, (December 2014).
- “Plevna, Siege of (July 20 – December 10, 1877),” *Russia at War*, Timothy Dowling (ed.), ABC-CLIO, (December 2014).
- “More Dissent Needed: Critical Thinking and PME,” *War on the Rocks*, July 2014.
- “Officer Education: What Lessons Does the French Defeat in 1871 Have for the US Army Today?” *Small Wars Journal*, January 2013.
- “Great Britain 1783-1812,” *The Encyclopedia of the Wars of the Early American Republic (1783-1812): A Political, Social, and Military History*, Spencer Tucker (ed.). ABC-CLIO, 2013.
- “The Battle of Kars, 1877,” *Conflict and Conquest in the Islamic World: An Encyclopedia*, edited by Alexander Mikaberidze. Santa Barbara, CA: ABC-CLIO, 2011.
- “Nuri Osman Pasha,” *Conflict and Conquest in the Islamic World: An Encyclopedia*, edited by Alexander Mikaberidze. Santa Barbara, CA: ABC-CLIO, 2011.
- “Doss, Desmond,” *America's Heroes: Medal of Honor Recipients from the Civil War to Iraq*, edited by James Willbanks. ABC-CLIO, 2011.
- “Pope, Thomas A.,” *America's Heroes: Medal of Honor Recipients from the Civil War to Iraq*, edited by James Willbanks. ABC-CLIO, 2011.
- “Harmon, Roy William Woodrow,” *America's Heroes: Medal of Honor Recipients from the Civil War to Iraq*, edited by James Willbanks. ABC-CLIO, 2011.

REPORTS

- “Thoughts on Unified Quest: Win in a Complex World,” Future Wargames: How the Army Fights II. Fort Eustis, Va. 2015. Requested analysis for Lieutenant General H. R. McMaster.

BOOK REVIEWS

- Numerous book reviews (the more recent are available on request).

OP-EDS

- “The Winter War: this isn’t the Fabian strategy you are looking for,” *Hasty Ambush, War on the Rocks*, July 2016.
- “Finally, official recognition that CGSC is broke: A follow up,” *Best Defense*, October 2015. “Finally, official recognition that CGSC is broken, bust, and in the ditch,” *Best Defense*, September 2015.

- “Teaching at an Army school, we’re not surprised by Sen. Walsh’s plagiarism,” *Best Defense*, July 2014.
- “Historical Decision Making and the Harvard Case Method,” *Command and General Staff College Foundation News*, (Summer 2014).
- “Hey, the QDR left out PME! How come?” *Best Defense*, March 2014.
- “Tales of the shutdown (III): On civilian faculty, federal furloughs, and quality,” *Best Defense*, October 2013.
- “Guess what? PME is even more broken than we thought! And it is getting worse,” *Best Defense*, September 2013.
- “To Fix Critical Thinking Within PME, Start at the Ground Floor With the Basic Stuff,” *Best Defense*, March 2013.
- “Why do we Often Fail to Correctly Measure Success in Wars?” *Small Wars Journal*, April 2013.

S E R V I C E F O R O . S . D . (S E L E C T)

- Ongoing pro-bono consultation on a range of defense education policies.
- Developed and created, with Dr. Daniel Marston, the Secretary of Defense Strategic Thinkers Program that was established at Johns Hopkins SAIS in October 2018.
- Advised and assisted with the Department of Defense Security Cooperation Development Program.
- Advised and assisted with the Lethality Working Groups Interim Report for SecDef Mattis.
- Assisted the Goldwater-Nichols Working Group Recommendations with the writing of the section of Joint Duty Requirements and Joint Billeting.
- Assisted with amendments to Section 668 of title 10 United States Code relating to the definition of “Joint Matters.” Also the repeal of section 2156 of title 10 USC. And the amendment of section 664 of title 10 USC, relating to Joint Tour Lengths.
- Ongoing: assisting with the creation of a Department of Defense Instruction and a Department of Defense Directive for Joint Education.
- Ongoing: developed a program for the creation of Joint Strategists that is under consideration by the Joint Chiefs of Staff (J7).
- Ongoing: assisting with the development of goals for Joint Officer Development.
- Developed policies for the OSD (P&R) as a follow up to the 2016 Defense Planning Guidance –Plans for Faculty at PME Institutions.
- Developed questions and policies for the OSD (P&R) as a follow up to the Force of the Future.
- Assisted with the writing of the 2015 Defense Planning Guidance –Directed Assessment on Professional Military Education (PME).
- 2015 Force of the Future: Maintaining our Competitive Edge in Human Capital. Assisted the Secretary of Defense’s Office of Personnel & Readiness (OSD (P&R)) with their work on this.
- 2015 Defense Planning Guidance for Institutional Rigor. Assisted the Secretary of Defense’s Office of Personnel & Readiness (OSD (P&R)) with its development.
- Advised OSD (P&R) in their assistance to Representative Steven Israel and Representative Martha McSally in their 17 November 2015, House Armed Services Committee meeting on PME.

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- Advised OSD (P&R) in their assistance to Representative Steven Israel on the language for House Rule 1735, Section 570 Report on Military and Civilian Education to Respond to Future Threats. 114th Congress, 1st Session.
 - I am assisting with the development of both a Department of Defense Instruction and Department of Defense Directive for military education. As a part of that process, I wrote a set of best practices as a guide for the Professional Military Education schools: this was shared with other entities within the Pentagon.
 - Acted as an editor and advisor for OSD (P&R)'s contribution to the process of revision of the current Officer's Professional Military Education Policy (May 2015) as well as to other documents for the DoD and government committees.

E X T E R N A L S E R V I C E

- 2023-on Board of Trustees Rocky Hill Country Day School, RI.
- 2020-on Editorial Advisory Board for the *Journal of Military History*.
- 2009-on Developed a variety of wargames for the DoD: My designs have been used to train and educate service members of the U.S. Navy, U.S. Marines, and the U.S. Army and foreign armed services.
- 2016-2017 Worked with Army's Future Warfare Division to develop wargames supporting the How the Army Fights program examining future warfare.
- 2014 Acted as an advisor to the U.S. Army's Capabilities and Integration and their Concept Development and Learning Directorate at the request of Lieutenant General H. R. McMaster.
- 2015-2019 Worked with the Army Reserve Officer Training Corps of Massachusetts Institute of Technology, Harvard University, and Wellesley College, to introduce and utilize wargames and decision exercises using the case method.
- 2015 Society for Military History Selection Committee for Conference Panels.
- 2014 Society for Military History Convention Organizing Committee.
- 2013 I assisted the Maneuver Center of Excellence, U.S. Army, with a curriculum review.
- 2010-2014 Advised the Combat Air Museum on programs for the commemoration of World War I.
- 2012 Advised the National World War I Museum on the design of educational games, to teach the history of the war to museum visitors and student classes.

C O N F E R E N C E P R E S E N T A T I O N S

- "Leveraging Higher Education to Grow Military Strategists." Panelist at the University of North Georgia's Annual National Security Symposium, April 2022.
- "Pacific War Game," Designed and ran a strategic level war game for the School of International Relations, University of St. Andrews. November 2019.
- "Trench Warfare," Invited to speak at the Truman Library's 15th Annual Teacher Conference, Independence, MO, in July 2018
- "Science, Technology, and National Security Strategy: the Role of the War Colleges," Invited to serve as a panelist, Center for Strategic and International Studies, July 2016.

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- “The Changing Landscape of Trench Stalemate,” 8th Conference of the International Society for First World War Studies, University of Padua, September 2015.
 - “What’s Going On? The current state of Professional Military Education in the US,” Oxford University Strategic Studies Group, All Souls College, University of Oxford, May 2014.
 - “The Evolution of Warfare to 1914,” The Coming of War Symposium, World War One Historical Association & the National World War I Museum at Liberty Memorial, Kansas City, November 2013.
 - “What Lies Beneath? The Evolution of Trench Warfare to 1914,” Peace, War & Global Change Seminar, Hall Center for the Humanities, Kansas University, October 2013.
 - “Wargaming and the Modern Military,” Lagniappe Lecture, The National WW2 Museum, New Orleans, August 2013.
 - “Raising the Dead: Teaching Napoleon’s Operational Art through Wargaming: the 1796-1797 Italian Campaign,” Society for Military History Conference, New Orleans, March 2013.
 - “Going Backwards to Move Forwards: Teaching the US Military Using the Case Method,” Conference on the Case Method, Marine Expeditionary Warfare School, May 2012.
 - “The Theory of Fortification,” Third Annual Fort Osage Conference, Fort Osage State Historical Site, September 2009.
 - “Pre WWI Thinking and the Theory and Practice of Field Fortification,” New York Military Affairs Symposium, CUNY Graduate Center, February 2009.

C O N F E R E N C E P A R T I C I P A T I O N

- “Roundtable: Instilling Historical-Mindedness in the US Military: An Assessment.” Society for Military History Conference, San Diego, March 2023. (Chair and Commentator).
- “Policy by Other Means: Contesting German and American Narratives of Military Operations and Doctrine.” Society for Military History Conference, Norfolk, May 2021. (Chair and Commentator).
- “Efforts for Peace during the Second Half of the Cold War.” Society for Military History Conference, Louisville, April 2018. (Chair and Commentator).
- “Scalpels and Trench Knives: Medicine and Combat in WWI.” Society for Military History Conference, Jacksonville, April 2017. (Chair).
- “The Challenge of Dissent—Three Case Studies.” Society for Military History Conference, Montgomery, April 2015. (Chair).
- “[All] the resources ... of the Vast Empire ... Shall be thrown into the Scale”: The Evolution of British Imperial Defense Cooperation from the Boer War to the Great War.” Society for Military History Conference, Montgomery, April 2015. (Commentator).
- “Great War/Machine: Military Technology between Tradition and Modernity, 1905-1925,” Society for Military History Conference, Kansas City, April 2014. (Commentator).
- “Early Modern and Late Modern Eras,” Coalition Warfare Conference, Royal Danish Defense College, May 2011. (Chair and Commentator).
- “The Soldier” and “Irregular Warfare,” Northern Great Plains Historical Conference, University of North Dakota, October 2010. (Chair and Commentator).
- “The Vietnam War as History,” Mid-America History Conference, University of Oklahoma, October 2009. (Chair and Commentator).

L E C T U R E S E R I E S P R E S E N T A T I O N S

- “The World Map after Armistice,” Kansas Humanities Council, Independence Historical Museum and Art Center, Independence, Kansas, July 2014.
- “War Since 1945,” Osher Lifelong Learning Institute, the University of Kansas, 2012.
- “WWII - The Other War,” Osher Lifelong Learning Institute, the University of Kansas, 2010-2011.
- “WWI - The Great War: Myths and Reality,” Osher Lifelong Learning Institute, the University of Kansas, 2010-2014.
- “The Home Front in the UK and USA,” The Greatest Generation, SUNY Adirondack, November 2008.
- “Guadalcanal: with a focus on the experience of Edson’s Raiders,” The Greatest Generation, SUNY Adirondack, October 2008.

C O U R S E D E V E L O P M E N T A N D I N S T R U C T I O N

- Wargaming Connected Campaigns.
- Understanding strategy and operations through wargaming (examining warfare across the globe, from 1789 to present).
- Strategy and Policy (graduate course).
- Strategy and War (graduate course).
- Rise of the Western Way of War (graduate course).
- Military Innovation in Peace and War (graduate course).
- Roots of Today’s Operational Environment (graduate course).
- History in Action: Case Studies in Decision Making (graduate course).
- Empires: an analysis on the role of empires through world history (graduate course).
- Terrain walks and staff rides for various battles (graduate course).
- Media and the Military (graduate course).
- Strategic Theory from the Enlightenment to the Present (graduate and undergraduate course).
- European History from 1500 to 1815, and from 1789 to 1945 (undergraduate).

M E D I A A P P E A R A N C E S

- Parameters Journal Podcast, discussing my article “Geniuses Dare to Ride Their Luck: Clausewitz’s Card Game Analogies.” May, 2023.
- RUSI Journal Podcast, discussing “Contemplating US Defeat in A Modern Conflict with China.” May 2022.
- Appeared on radio station KLWN (Lawrence, KS) AM 1320 on June 6, 2014 as part of the D-Day anniversary commemoration.

U N I V E R S I T Y S E R V I C E

- Member of the Special Emphasis Committee, 2019 to 2020.

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- Coordinator and Chair for the Captain Walter B. Woodson Memorial Academic Prize, 2017-2022.
 - Member of the Faculty Advisory Group to the Provost, US Naval War College, 2016-2019.
 - Worked with the President of the Naval War College regarding changes to emerging defense education policy.
 - Assisted Brigadier General Hughes, Deputy Commandant of CGSC, with education reforms as part of the Crisis Action Team, 2014.
 - Campaign Plan Design Team, US Army Command & General Staff College, 2013 – 2014.
 - Needs Assessment Working Group, US Army Command & General Staff College, 2013 – 2014.
 - Coordinator, Semi-Annual Historical Weapons Demonstrations, US Army Command & General Staff College, 2010 – 2014.
 - Created the Military History Department's OPMEP and legal requirements map which showed the links of all thirty history classes to the OPMEP guidelines, as well as to their legal underpinnings and learning level.
 - Analyzed and evaluated the grades of all students from 2005-2010 in order to assess the problem of grade inflation. This led to a revision of the grading standards in order better, and more fairly, to identify the best performing students.
 - Departmental Liaison, Frontier Army Museum, US Army Command & General Staff College, 2010 – 2014.
 - Member, Golden Pen Awards Committee (recognizing writing excellence), US Army Command & General Staff College, 2009 – 2014.
 - Assistant to the Arter-Darby award coordinator for the best history thesis.
 - Curriculum Committee: revising academic standards, US Army Command & General Staff College, 2009-2010. This committee rewrote the academic standards and protocols for the school.
 - Professional Development Committee, SUNY Adirondack, 2004 – 2009.
 - Regional Higher Education Committee, SUNY Adirondack, 2004 – 2009.
 - Vice President and Secretary of the Oxford University Strategic Studies Group, University of Oxford, 2002 – 2003.

S T U D E N T T H E S E S (S E L E C T)

- Corrado, Giovanni, *Instilling Combat Effectiveness during the Italian Campaign (1943-1945): The Allied Experience with Folgore and Friuli Combat Groups*, 2014 (Reader). This received the Arter-Darby Award for best history thesis at the US Army Command and General staff School, 2014.
- Marfongelli, Matthew, *The United States and the British Commonwealth in Korea, 1950-53: A Critical Study of the Origins of Joint Publication 3-16, Multinational Operations*, 2013 (Reader). This received the Arter-Darby Award for best history thesis at the US Army Command and General staff School, 2013. This was selected for publication in the US Army series: CSI: Art of War Papers.

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- Campbell, Stephen, *An Exit Strategy not a Winning Strategy? Intelligence Lessons from the British 'Emergency' in South Arabia, 1963-1967*, 2013 (Chair). This received the Arter-Darby Award for best history thesis at the US Army Command and General staff School, 2012. This was selected for publication in the US Army series: CSI: Art of War Papers.
 - Gunther, Michael, *Closing the Security Gap: Building Irregular Security Forces*, 2012 (Reader). This was peer reviewed and published in the US Army series: CSI: Art of War Papers.
 - Lembke, Andrew, *Lansdale, Magsaysay, America and the Philippines: A Case Study of Limited Intervention Counterinsurgency*, 2012 (Reader). This was peer reviewed and published in the US Army series: CSI: Art of War Papers
 - Haas, Eric, *Operations at the Border: Efforts to Disrupt Insurgent Safe-Havens*, 2011 (Reader). This was peer reviewed and published in the US Army series: CSI: Art of War Papers.
 - Stewart, Michael, *The Rhodesian African Rifles: The Growth and Adaptation of a Multicultural Regiment through the Rhodesian Bush War, 1965-1980*. 2011 (Reader). This received the Arter-Darby Award for best history thesis at the US Army Command and General staff School, 2011. This was peer reviewed and published in the US Army series: CSI: Art of War Papers.
 - Johnson, Richard, *The Biggest Stick: The Employment of Artillery Units in Counterinsurgency*, 2011 (Reader). This was peer reviewed and published in the US Army series: CSI: Art of War Papers.
 - Bris-Bois, Charles. *United States' Grand Strategy through the Lens of Lebanon in 1983 and Iraq in 2003*, 2011 (Reader). This was peer reviewed and published in the US Army series: CSI: Art of War Papers.
 - Lehenbauer, Mark, *Orde Wingate and the British Internal Security Strategy during the Arab Rebellion in Palestine, 1936-1939*, 2011 (Reader). This was peer reviewed and published in the US Army series: CSI: Art of War Papers.
 - Green, Robert, *Key Considerations for Irregular Security Forces in Counterinsurgency*, 2011 (Reader). This was peer reviewed and published in the US Army series: CSI: Art of War Papers.
 - Cranford, Richard, *Impact of the manning, training, and utilization of black combat units during World War II on the racial integration of the Army*, 2010 (Reader). This received the Arter-Darby Award for best history thesis at the US Army Command and General staff School, 2010.

P R O F E S S I O N A L A S S O C I A T I O N S

- Royal Historical Society.
- Royal United Services Institute.
- Society for Military History.